



Wayne County Opportunity Analysis and Marketing Strategy

EXECUTIVE SUMMARY

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Executive Summary

Wayne County is located just east of the City of Rochester and is part of the Rochester Metropolitan Statistical Area. The County has a diversified economic base at present, with agriculture, trade, services, and manufacturing all present. The County also benefits from proximity to Rochester and its transportation network as well as to the greater region's rich network of research universities.

The Department wishes to better identify, catalog and examine the County's strengths and liabilities in order to develop a competitive economic opportunity analysis, both to attract new opportunity and to provide new opportunities for residents. From here, the County wishes to develop a marketing strategy to support the County.

The project area is the entirety of Wayne County. However, the Department also wants to understand the strengths and weaknesses of the greater region as a whole and surrounding counties including at a minimum Monroe, Ontario, Seneca and Cayuga Counties.

Work Performed

Investment Consulting Associates and Conway PR & Marketing performed a comprehensive review of the County's competitive position, an audit of its position in the media, and finally developed an action plan to both improve overall competitiveness and to market the region to a variety of investment types. The six steps of the project were:

- Task 1: Client and Consulting Team Coordination
- Task 2: Community Profile Development
- Task 3: Marketing Analysis and Strategy
- Task 4: Additional Public Involvement
- Task 5: Final Deliverables
- Task 6: Ongoing Support

Outcomes

The team identified a series of actions that the County Supervisors and regional agencies and partners can take to improve the County's economic sustainability and to spur inward investment. The actions are summarized as follows:

| Category | Action | Timeframe | Urgency | Responsible Party |
|----------------------------------|--|-----------------------|---------|---|
| Internal Networking and Outreach | Enhance local business engagement | Immediate and Ongoing | Medium | Wayne County Economic Development and Planning, WEDC, Wayne County Business Council |
| | Establish Local Business Advocacy and Communications Channel | Immediate and Ongoing | High | Wayne County Economic Development and Planning, WEDC, Wayne County Business Council |

| Category | Action | Timeframe | Urgency | Responsible Party |
|---|---|-----------------------------|---------|---|
| Education, Resident Attraction, and Workforce Development | Enhance Local Workforce Readiness | Immediate and Ongoing | High | All local school boards, in conjunction with Wayne County Economic Development and Planning |
| | Outreach to Parent Community to Showcase Local Opportunities and Training Needs | Immediate and Ongoing | Medium | Wayne County Economic Development and Planning and Local School Boards, FAME, WIB |
| | Invest in Means to Retrain Mid-Career Workers for New Employment Opportunities | Near Term (within one year) | Medium | W-FL BOCES, FL WIB, community colleges, FAME |
| | Develop Means to Market to Prospective County Residents | Near Term (within one year) | Medium | Wayne County Economic Development and Planning and local real estate agents |
| Infrastructure | Identify key growth or redevelopment areas | Immediate | High | Wayne County Economic Development and Planning with Municipalities and WCIDA |
| | Work with businesses and appropriate departments to ensure proper roadway maintenance | Near Term (within one year) | Medium | County and Local Highway Dept, in conjunction with Wayne County Economic Development and Planning and NYSDOT |
| | Work with the local highway department and NYSDOT to continue to pursue funding for appropriate crossings of the Erie Canal | Medium Term (5 years) | Medium | Highway Department |
| | Develop and Promote Rail Freight Capacity Within Wayne County | Medium Term (5 years) | Medium | Wayne County Economic Development and Planning, Regional MPO, Short Line and Class 1 Railroads |
| | Catalog Water & Sewer Capacity Across County | Near Term (within one year) | Medium | Wayne County Economic Development and Planning with County Water & Sewer Authority and local water and sewer dept |
| | Catalog Three-Phase Power Coverage Across County & Develop Plan for Service Improvement | Near Term (within one year) | Medium | Wayne County Economic Development and Planning, RG&E |

| Category | Action | Timeframe | Urgency | Responsible Party |
|----------|---|-----------------------------|---------|---|
| | Catalog Telecomm Coverage Across County & Develop Plan for Service Improvement | Near Term (within one year) | Medium | Wayne County Economic Development and Planning, broadband system, working with local telecomm providers |
| | Provide Real, Useful Data on Telecomm Coverage for the County to Aid Business and Residential Customers | Medium Term (5 years) | Medium | Wayne County Economic Development and Planning, Wayne County IT, working with local telecomm providers |

Marketing Analysis and Outreach Plan

In addition to overall branding and logo development, the team developed a full strategy and plan to help Wayne County redefine its perception both by its own residents and by the outside world. The complete Marketing Analysis and Outreach Plan can be found in the main report.

These tactics, coupled with the branding and action plan, provide Wayne County and the County Supervisors with the tools and direction needed to enhance the County's economic sustainability,